



## **Minutes**

**Monday, Feb. 7, 2011**

**Commonwealth Enterprise Solutions Center (CESC)**

**Multipurpose Rooms 1222-23, 11751 Meadowville Lane, Chester VA 23836**

### **Attendance**

#### **Members present**

Secretary James D. Duffey, Chair  
Linda D. Foster  
Karen R. Jackson  
Lt. Col. Robert G. Kemmler  
Jamie Lewis  
Belchior Mira

CIO Sam Nixon, Vice Chair  
Cathy Nott  
Ernest F. Steidle  
Jamie Walton  
Dendy Young

#### **Members absent**

Richard S. Alvarez  
John R. Broadway  
Richard D. Holcomb

#### **Others present**

Jane Kusiak  
Jerry Simonoff  
Todd Kissam  
Marcella Williamson

#### **Call to Order**

Chairman Duffey called the meeting to order at approximately 1:10 p.m. Chairman Duffey asked Ms. Williamson to call the roll. Ms. Williamson confirmed the presence of a quorum. Chairman Duffey noted that draft minutes from the Nov. 1, 2010, inaugural meeting were posted online, and members were provided with a link to

the minutes. He asked for a motion to approve the minutes. Mr. Walton made the motion, seconded by Ms. Nott. The minutes were approved on a voice vote.

Secretary Duffey said the theme for today's session is "Introduction to the Council's assignment to develop a Commonwealth Technology Business Plan." He noted the State Code citation, which requires a plan to be developed in consultation with the Council on Virginia's Future (COVF). He said Jane Kusiak, Executive Director of the Council, will provide background on the COVF and introduce them as a partner in this effort. He said since all ITAC members may not know of the Council and its initiatives, including those that most directly impact statewide and agency-level business planning, he asked her first to provide a level set. Next, he said, Ms. Kusiak and Jerry Simonoff, VITA, will provide details on discussions to date and moving forward as the two councils — COVF and ITAC —work collaboratively on business planning, including the technology business plan. He said discussion will include next steps, an assignment to ITAC members and a tool that may prove useful to all in business planning efforts.

## **Commonwealth of Virginia's Mission and Long-Term Goals**

Ms. Kusiak provided information about the makeup of the COVF, which is chaired by the Governor. COVF has a roadmap and adjusts the roadmap as it moves forward. She talked about the council's Virginia Performs website and how information is provided. She said the site includes user-friendly data at state, regional and local levels and provides a portal to state agency strategic plans and performance measures. The COVF is "charting a course for excellence" by determining how Virginia is doing and whether improvements are occurring.

She said COVF looks at how Virginia compares to other states, how Virginia's regions are doing and trends over time. She said COVF also supports ad hoc groups that come together to discuss specific issues – such as higher education – and provides information needed to make decisions and plan strategy.

The council interacts with changed-focused groups to improve outcomes, according to Ms. Kusiak. She said the ITAC assignment of developing an information technology (IT) business plan ties with the COVF's work, and she will be happy to work with ITAC on this assignment.

Secretary Duffey said information collected and provided by COVF helps ensure that citizens are getting value for their money, and that there is easy access to current, accurate data to determine the value.

Mr. Young said the information is of value to citizens, but expressed concern as to whether citizens are aware the information exists. Secretary Duffey also suggested

seeking the assistance of university and college students to assist with data gathering.

## **Using the Commonwealth's Enterprise Business Model**

Chairman Duffey asked that the agenda be changed to reverse the next two topics. He asked Mr. Simonoff to present. Mr. Simonoff discussed the common themes of what government does. He asked Mr. Kissam to explain.

Mr. Kissam said Virginia is the first state with an enterprise business model. It is based on the federal model and was developed in collaboration with Executive Branch agencies' business leaders. He said the model was created to help gain an understanding of the business of the Commonwealth to ensure IT investments are aligned accordingly.

Business opportunities can be found, Mr. Kissam said, by identifying sub-lines of business where multiple agencies appear to be involved in the same relative business functions and developing enterprise or sharable business solutions that can be used in support of multiple agencies/business functions. In Virginia, for example, there are opportunities for improvement:

- Seven agencies involved with consumer affairs protection services
- 14 agencies involved with business and industry development
- 10 agencies involved with social services
- Nine agencies involved in tourism promotion
- 13 agencies involved in criminal investigation and intelligence gathering
- 22 agencies involved with debt collection
- 59 agencies involved with human resource development
- 64 agencies involved with collections and receivables
- 28 agencies issue permits and licensing in delivery of services
- 39 agencies use grants in support of delivery of services

Mr. Steidle noted that while 28 agencies issue licenses, the types of licensing – such as licensing a boat or a physician obtaining a license – differ. He said both involve collecting fees, so there may be an alternative process there.

Mr. Simonoff he was asked if this information shows that agencies could be consolidated. He said this information provides clues, not answers, and is a starting point for dialogue regarding improvements.

## **Next Steps in the Technology Business Planning Process**

Chairman Duffey asked Mr. Simonoff to continue discussion on the business planning process. Mr. Simonoff said it's important for ITAC to look at the big picture. He said individual agency business plans and associated IT plans will continue to define agency-specific IT projects and procurements. He said the determination needs to be made about the longer-term, overarching business

directions that IT needs to anticipate supporting going forward. In doing so, Mr. Simonoff said there are external realities to consider, including the financial outlook, continued population growth, aging population, aging of the state workforce, and attractiveness of government careers to younger generations.

Mr. Steidle noted that health care reform is another external reality, and pointed to the Medicaid IT architecture, veterans' health records exchange, and a disability records pilot between the state and a local hospital.

Ms. Jackson arrived at 2:05 p.m.

Mr. Simonoff said Gartner recommends that government consider mission enhancement, operational excellence and risk management in moving forward with business and IT planning. He discussed details of each. He asked Ms. Foster to explain how an IT system supported a business project for the Department of Taxation.

Ms. Foster said TAX first and foremost considered the business needs of the agency. After doing so, TAX began a program to replace an aging revenue collection system. TAX worked with CGI, which now administers revenue functions in a benefits-funding approach. She said that the system-up approach was rejected, and that TAX took the time to interview business owners and determine the business needs. The results have been "very well worth it," she said.

Mr. Simonoff then said he has a "homework assignment" for members. He asked them to provide the top three business priorities for their secretariats. Mr. Simonoff said he would provide additional direction in the coming weeks regarding specifics of the assignment and that VITA staff would gather and analyze the information before the next ITAC meeting. He said he will ask a smaller work group of ITAC members for assistance.

Secretary Duffey said he would like to see colleges and universities that have business and commerce schools and/or public administration schools assist by challenging students to assist with research and other needs. Mr. Simonoff said the state also can access information held by the National Association of State Chief Information Officers (NASCIO) and the Center for Digital Government. Ms. Kusiak said the Darden School of Business at the University of Virginia has offered its services to the Commonwealth.

Secretary Duffey left at 3 p.m. CIO Nixon, as vice chair, took over the meeting.

CIO Nixon said the work will result in ITAC advising the CIO on business priorities, and that IT will follow. He said he is excited about the next steps.

Mr. Steidle said criteria for federal funding often requires data and that opens the door to obtaining federal data from all 50 states, and advised ITAC and state IT to take advantage of that source of information.

Mr. Walton emphasized that ITAC must look at the big picture and what state services should look like in the future.

## **New Business**

Ms. Jackson made a motion to appoint Rich Pollack to the Health Information Technology Advisory Council (HITSAC). She noted that his biography was provided in advance to ITAC members. Mr. Pollack is Vice President and Chief Information Officer for Virginia Commonwealth University Health System. Lt. Col. Kemmler seconded Ms. Jackson's motion. The motion was approved on a voice vote, and Mr. Pollack was appointed to HITSAC.

## **Public Comment**

CIO Nixon asked for public comment. There was none.

## **Next Meeting Date**

CIO Nixon asked when upcoming meetings are scheduled. Ms. Williamson noted that ITAC approved the following upcoming meeting dates for 2011: May 2, Aug. 1 and Nov. 7.

## **Adjourn**

CIO Nixon asked for a motion to adjourn. Mr. Young made the motion, seconded by Ms. Foster. The motion was approved on a voice vote, and the meeting adjourned at approximately 3:15 p.m.